

INSCOM Journal

Winter 2007



The US Army's Operational Intelligence Force

1977  2007

Table of Contents

2

From the commander's desk

Maj. Gen. John DeFreitas, III, commanding general, U.S. Army Intelligence and Security Command, addresses the command's work force in his quarterly column. This issue, DeFreitas spotlights INSCOM's 30th anniversary.

3

Comparing past, present

Command Sgt. Maj. Maureen Johnson, INSCOM's command sergeant major, focuses on the U.S. Army Intelligence and Security Command's first 30 years -- comparing the command's early days to the present.

4

A solid foundation

The U.S. Army Intelligence and Security Command hopes to be like a fine wine, and only improve over time. As INSCOM celebrates its 30th anniversary, historian Mike Bigelow takes a look back at some of the unit's more memorable moments over the command's first three decades.

8

Looking forward

It is said, when looking for answers it's best to go straight to the source. That is why Lt. Gen John F. Kimmons, deputy chief of staff for intelligence, U.S. Army, took time out of his busy schedule to talk about the state of military intelligence and exactly where the community is headed.

11

Patriot games

The military is all about duty, honor and country. College football is all about sportsmanship, pageantry and tradition. So the best of both worlds is proudly displayed each year when the Army Black Knights and the Navy Midshipmen battle in one of the most anticipated rivalry games worldwide.

15

Office space ninjas

While their work attire might not give it away, there are black belts on the loose throughout the U.S. Army Intelligence and Security Command. These individuals might not evoke visions of Bruce Lee, but that's okay with them. They're too busy improving the command.

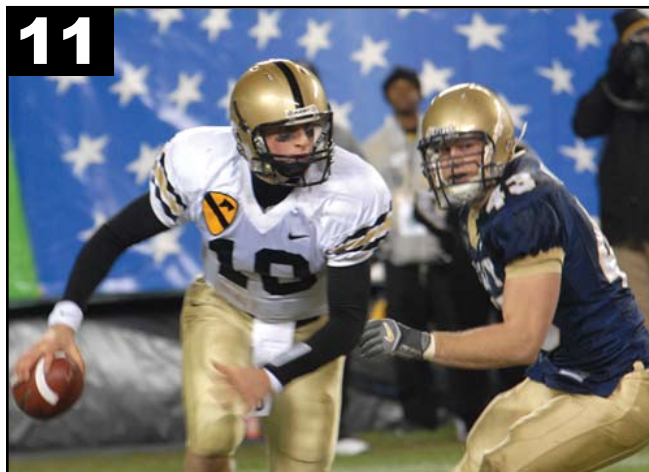


photo by Brian Murphy



photo by Brian Murphy

18

A day to remember

Each year, veterans from the Army Counter Intelligence Corps gather from across the country for a Day of Remembrance, highlighted by a wreath-laying ceremony at the Tomb of the Unknown Soldier at Arlington National Cemetery.

21

Inked

While tattoos have long been a popular form of expression for service members, there are rules and regulations that should be examined before a Soldier decides to have any ink done.

24

Body for Life

New Soldiers to the 743rd MI Battalion, 704th MI Brigade are in for a culture shock. Instead of the standard physical fitness programs found at most installations throughout the Army, the 743rd MI Battalion uses a mandatory "Body for Life" program that focuses on a solid diet plan and PT, six days a week.

26

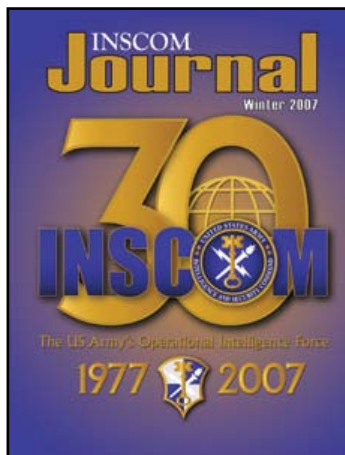
Shots from the Field

Each issue, The *INSCOM Journal* features a collection of photos from around the globe highlighting the hard work and dedication of the Soldiers, civilians and family members who answer the call for the U.S. Army Intelligence and Security Command, and throughout the Army.

On the cover

On Jan. 1, 1977, the U.S. Army Intelligence and Security Command was established to satisfy national and theater intelligence requirements by incorporating a variety of single and multidiscipline elements into a worldwide major command. This issue spotlights some of the highlights over the last 30 years.

cover illustration by Robin Crawford



1st Place, Magazine Category

Keith L. Ware Journalism Competition

2005

View us on the web at: www.inscom.army.mil



illustration by Spc. James Felkins

The **INSCOM Journal** (ISSN 0270-8906) is published quarterly by the U.S. Army Intelligence and Security Command, Fort Belvoir, Va.

The **INSCOM Journal** is an official command information publication authorized under the provisions of AR 360-1. The magazine serves the members of INSCOM, the intelligence community, and the warfighter. Circulation is 5,500 copies per issue.

Opinions expressed herein do not necessarily represent those of Headquarters INSCOM or the Department of the Army. All photos published in the **INSCOM Journal** are U.S. Army photos unless otherwise stated.

Send articles, photographs or story ideas to the INSCOM PAO at inscompao@mi.army.mil, or copies to 8825 Beulah St., Fort Belvoir, VA 22060. For additional information, call (703) 428-4965.

Maj. Gen. John DeFreitas, III
Commanding General

Command Sgt. Maj.
Maureen Johnson
Command Sergeant Major

J.P. Barham
Acting Public Affairs Officer

Brian Murphy
Senior Editor

Staff Sgt. Christina M. O'Connell
Public Affairs NCOIC

From the commander's desk

By Maj. Gen. John DeFreitas, III
Commander, INSCOM

During 2007, we commemorate our 30th year as an organization.

On January 1, 1977, the Army re-designated the U.S. Army Security Agency as the U.S. Intelligence and Security Command.

Later in the year, on October 1, U.S. Army Intelligence Agency's headquarters was integrated into INSCOM for a truly all-source intelligence agency. Over the next 30 years, INSCOM has become the Army's operational intelligence force and the intelligence bridge to the Army warfighter.

As we observe our anniversary, we would do well to consider our heritage and draw strength and pride from our past. Often, the challenges that we face today are but a shadow of the challenges that we have faced before. Reflection on past missions can also give us a sense of where we are headed and what we'll likely face in the future.

If we review the past three decades, we'll notice INSCOM Soldiers, civilians and contractors demonstrating the same skills and traits that we need to succeed in today's complex environment.

For example, INSCOM's leadership of the late 1970s, showed the mental agility to

effectively change Army intelligence from a cluster of stove-piped, single-source agencies to a distinctive all-source organization.

After the fall of the Berlin Wall in 1989, the 66th Military Intelligence Group's organizational agility allowed it to move from an instrument structured to fight the Cold War against the Soviet Union to one that can effectively support the theater's efforts in the Balkans, Russia, and Southwest Asia.

The Soldiers of the 470th Military Intelligence Brigade showed tactical and technical competence in winning a battle streamer for Operation Just Cause in December 1989. Thirteen months later, another INSCOM unit -- the 513th Military Intelligence Brigade -- showed its tactical skill and expertise in Desert Storm. Just as our predecessors demonstrated mental and organizational agility and tactical and technical expertise, INSCOM Soldiers and leaders continue to show these traits today during the ongoing Global War on Terrorism.

The commemoration of our 30th Anniversary will be woven into events throughout the year. Articles will be published. Displays will be exhibited. I urge all of you to reflect on INSCOM's past achievements, and draw strength and pride from our heritage.



photo by Bob Bills

Maj. Gen. John DeFreitas, III.

Over the past three decades, INSCOM has helped win the Cold War, participated in Operations Just Cause, Desert Storm, Enduring Freedom, and Iraqi Freedom, and has taken an essential role in the Global War on Terrorism.

In other missions, INSCOM Soldiers and civilians have provided peacekeeping, stability, and humanitarian support around the world. At the same time, INSCOM has steadily matured and continually evolved as an organization to meet the needs of the Army. It is a heritage we can all be proud of.

Comparing past, present

**By Command Sgt. Maj.
Maureen Johnson**
Headquarters, INSCOM

As I prepared to write an article for this issue, honoring the U.S. Army Intelligence and Security Command's 30th anniversary, I couldn't help but think that I have been in the Army longer than INSCOM has been a command.

And while INSCOM remains young, the question we have to ask is – has the command changed? The obvious answer would be yes. Nothing survives that long without change, and yet, much remains the same.

INSCOM was established in 1977 and at that time the command stretched around the globe. Since then, some units have been inactivated, some activated, some re-designated but the mission remains the same and the command continues to have a worldwide presence.

Initially, we used to say that our mission was to “share the intelligence from mud to space.” Now we “provide the intelligence right down to the war fighter on the ground.” Back then we were responsible for providing timely intelligence, and now we provide actionable intelligence. While the differences may sound subtle, the results are not.

INSCOM brigades and groups were originally tailored to meet theater-specific needs. While that still holds true, now they are also expected to be tailored to engage in any theater.

Until recently, we only

had two Aerial Exploitation type battalions. Now, all AEB units in the Army's inventory reside in INSCOM. This allows flexibility to provide a tailored package and not just a unit. We still have our unique special units that were once called field stations, then regional signals intelligence operations centers and now National Security Agency/Central Security Service organizations.

We also have had and still have other units that focus on a single intelligence discipline or function. Even INSCOM itself as a former separate command is currently called a direct reporting unit, but nothing really changed. Even with all these changes, the INSCOM mission has remained constant. The words may have changed but the outcome is the same. Our current mission is to provide tailored, multi-disciplined intelligence and intelligence capabilities in support of Department of the Army, Army Service Component Commanders, Combatant Commanders and National Intelligence Community.

It does not matter what words are used to describe the intelligence provided, what matters is that intelligence is provided as quickly and as accurately as possible.

There is, however, one valuable constant throughout the command's 30-year history. We're blessed with the most dedicated, talented, mission focused, Soldiers, civilians, and



photo by Bob Bills

Command Sgt. Maj. Maureen Johnson.

contractors. We have all been valuable team members and we will continue that legacy. We do so not for any special recognition but to save lives. The words of Gen. Dwight D. Eisenhower on one of the walls in the INSCOM Headquarters building serve as a daily reminder to our intelligence professionals that we are silent warriors.

“In the work of intelligence, heroes are undecorated and unsung, often even among their own fraternity. Their inspiration is rooted in patriotism; their reward can be little except the conviction that they are performing a unique and indispensable service for their country and the knowledge that America needs and appreciates their efforts,” Eisenhower said.

A SOLID FOUNDATION

by Michael E. Bigelow
INSCOM History Office

This year marks the U.S. Army Intelligence and Security Command's 30th year. Over three decades of service, INSCOM provided intelligence support to the Army that helped win the Cold War as well as successfully fight regional conflicts.

Along the way, INSCOM's personnel were on hand to support peacekeeping, treaty verification, stability, and humanitarian operations. This service continues with INSCOM's support of the current Global War on Terrorism.

The command's establishment in 1977 was a radical departure from previous intelligence organizations. Since then, INSCOM has effectively transformed itself to remain relevant to the Army.

During the 1980s, INSCOM sought to make its units more deployable. Then, with the end of the Cold War, it had to assume new missions as its resources were diminishing.

The resulting change involved not only the command's restructuring, but also a change in mindset. Instead of a well-ordered tier of tactical, operational, and strategic intelligence assets, intelligence assets had to be tied together with a seamless connectivity, and INSCOM became the linkage between national assets and the deployed warfighter.

The current war on terrorism made this connectivity even more imperative, and INSCOM has added rigor and consistency in bringing the national intelligence capabilities to bear on the tactical commander's problems.

In short, INSCOM continues to reshape itself and assess its methods with the goal of providing ever better intelligence support.

The beginning (1977-81)

In the mid-1970s, the Army undertook a major restructuring of its intelligence

components. Since World War II, these various components had developed in isolation, often according to their own priorities and agendas. With significant budget cuts looming, Gen. Frederick C. Weyand, Army chief of staff, believed it was an opportune time to reexamine Army intelligence.

In 1974, he commissioned the Intelligence Organization and Stationing Study to rationalize the intelligence structure that had evolved haphazardly. A panel of senior officers headed by Maj. Gen. James J. Ursano undertook the study. Released in mid-1975, the study recommended that the Army break up the existing intelligence organizations and reassemble them into a new configuration. These recommendations led to the most sweeping reorganization of Army intelligence in a generation.

The Army Security Agency was redesignated the U.S. Army Intelligence and Security Command with Maj.

Gen. William I. Rolya as the first commanding general, Jan. 1 1977. Headquartered at Arlington Hall Station in Virginia, INSCOM was considerably smaller, but it still controlled a vast array of diverse assets -- including four overseas military intelligence groups, a variety of functional units, and eight fixed field stations.

Initially, USAINTA operated as a separate command under INSCOM, but the two headquarters merged Oct. 1 1977, completing the integrating of high-level intelligence organizations for the Army. In broad terms, this new organization was to perform multidiscipline intelligence, security, and electronic warfare functions at the echelons above corps.

To provide intelligence support to the Army's overseas theaters, INSCOM relied on its overseas MI groups. These groups were multidiscipline elements, formed by integrating former ASA assets into existing intelligence units. Originally, INSCOM had three such units: the 66th MI Group in Germany, the 470th MI Group in Panama, and the 500th MI Group in Japan. In early 1978, the 501st MI Group was established in Korea. INSCOM tailored the four groups to meet theater-specific requirements, and each of them varied in size, mission, and composition. The 470th MI Group that supported a two-battalion infantry brigade in Panama was relatively small; at the same time, the 66th MI Group, which supported the two-corps USAREUR, was large. To support the U.S. Eighth

Maj. Gen. William I. Rolya, INSCOM's first commanding general.

Army, the 501st MI Group included INSCOM's only aerial exploitation battalion. Meanwhile, the 500th MI Group in Japan was primarily a human intelligence outfit. Regardless of size and composition, the theater commanders retained operational control of these groups.

In addition to the theater support groups, INSCOM received control of various single-discipline elements. An expanded 902nd MI Group handled both a counterintelligence and signal security support mission throughout the continental United States and provided Army cryptologic personnel to the National Security Agency. The Operational Group engaged in HUMINT collection operations, while the Special Operations Detachment handled the most sensitive counterintelligence operations. Through these elements,

INSCOM provided the Army important functional intelligence support.

Finally, INSCOM controlled a number of former ASA fixed installations. Six of these sites were located overseas: two in Germany, two in Japan, one in Turkey and one in Korea. Two were situated in the continental United States. Known as "field stations," these sites varied in size, but all utilized sophisticated communications equipment. Throughout the early years of INSCOM, these sites remained extremely important collection assets.

Over the first few years, INSCOM steadily expanded and acquired new missions. With production assets it had gained, INSCOM established a unified production element, the Intelligence and Threat Analysis Center (ITAC), Jan. 1 1978. Later, it assumed control over



archive photos

the U.S. Army Russian Institute in Germany. Also, a new field station -- the first since the Vietnam War -- was established at Kunia, Hawaii, and INSCOM established an Army presence in the joint-service organization.

By bringing together the full spectrum of intelligence disciplines, INSCOM provided the Army with a single instrument to conduct and coordinate intelligence operations at the level above corps and to provide finished intelligence tailored to the Army's needs.

The new command established a framework for the various elements of the Army's intelligence system to cross-cue one another, resulting in a collective effort where the whole was greater than the sum of the parts. It also provided a central organization for the administration of personnel and logistics in

support of national agencies and theater commanders.

By the time he turned over command, Rolya had ensured that INSCOM was the new centerpiece of the Army's intelligence organization.

The Cold War (1981-89)

Responding to growing threats abroad, the United States reinvigorated its military during the 1980s. A strengthened Army was able to field new, sophisticated weapon systems and develop new warfighting doctrines. The Army's intelligence system also benefited during this time of plenty, and INSCOM provided an invaluable base on which to build an expanded intelligence program.

When Maj. Gen. Albert N. Stubblebine assumed command in 1981, he promptly announced

his commitment to preparing INSCOM for war. Establishing the 513th MI Group at Fort Monmouth, New Jersey in 1982 was a tangible step towards this goal. INSCOM activated the group to support possible operations of the newly organized U.S. Central Command, which had been set up to defend American interests in the Middle East. In case of war in Europe, the 513th would deploy in Germany to support USAREUR. The group's activation signified INSCOM's commitment to provide deployable support to the Army.

Since the end of the Vietnam War, the Army had viewed the defense of Western Europe against the Soviet threat as its primary mission. Reflecting this orientation, INSCOM devoted considerable assets to Europe. Having a peak



archive photos

The command's headquarters building was originally located at Arlington Hall Station in Virginia.

strength of 2,500 personnel, the 66th MI Brigade was the command's principal unit in theater and engaged in a whole range of counterintelligence, human intelligence, and specialized electronic warfare operations. INSCOM also continued to operate two field stations in Germany -- Field Station Augsburg in Bavaria, and Field Station Berlin, 105 miles behind the Iron Curtain -- to collect against the Soviets and their Warsaw Pact allies. INSCOM personnel also manned Field Station Sinop along the Black Sea coast of Turkey.

In the Western Hemisphere, INSCOM continued its presence in Panama. In 1982, the command established a new field station and subordinated it to the 470th MI Group. Initially, the group concentrated its efforts on gathering intelligence on the unstable political situations in Panama, Nicaragua and El Salvador. Later, it would broaden its scope to support counter-drug operations in South America. To assist the 470th MI Brigade, INSCOM fielded a new experimental unit to make use of new aerial collection systems and other sensors against leftist insurgents in Central America. This unit later evolved into the MI battalion, low intensity, using the Aerial Reconnaissance Low (ARL) System.

In a time of increased emphasis on counterintelligence, INSCOM scored two significant triumphs. The 902nd MI Group remained INSCOM's principal counterintelligence organization, but it was reorganized to better meet the Army's needs. In 1985,

INSCOM's headquarters is named after Maj. Gen. Dennis Nolan.

the group's subordinate elements were restructured along a functional, rather than geographic, basis.

In the process, the group moved away from a concept of providing general security support in favor of focusing on priority objectives, such as polygraph examinations, technical services countermeasures and counterespionage operations in the continental United States. In 1988, INSCOM CI agents in Europe tracked down Clyde Conrad, a retired Army noncommissioned officer who was a key figure in an espionage ring that betrayed NATO war plans to the Hungarian intelligence service. Later, INSCOM's Foreign Counterintelligence Activity (formerly the Special Operations Detachment) arrested Army Warrant Officer James Hall, who sold American secrets to the Soviets.

Ever since INSCOM's

organization in 1977, its headquarters staff elements had operated at both Fort Meade in Maryland and Arlington Hall Station in Virginia. Nine years later, INSCOM was finally able to consolidate all headquarters elements at Arlington Hall.

Unfortunately, this location lacked sufficient office space and could not adequately support INSCOM's growing communications and automation networks. Consequently, the Army decided to build a new headquarters on Fort Belvoir. During the summer of 1989, the INSCOM staff moved into the new building, named after Maj. Gen. Dennis Nolan, the G2 of the American Expeditionary Forces in World War I.

(In keeping with a year-long celebration of INSCOM's 30th anniversary, part two of this feature will run in the Spring 2007 issue).





Lt. Gen. John F. Kimmons knows exactly how vital military intelligence Soldiers are to the Army's success.

Looking Forward

by Brian Murphy

INSCOM Public Affairs

Lt. Gen. John F. Kimmons may spend his days at the Pentagon as the deputy chief of staff for intelligence, U.S. Army, but he's also got some perspective when it comes to the U.S. Army Intelligence and Security Command.

That's because, in his previous assignment, Kimmons was INSCOM's commanding general.

"The focus is the same, but the scope is much broader at this level," said Kimmons when asked the biggest difference between his current and previous role. "We've got about 5,000

military intelligence Soldiers and civilians deployed around the world, and I don't see that diminishing.

"I'm focused on the full range of warfighter support," he said. "Intelligence plays a critical role in that, and at the Department of the Army level we play a much more programmatic role in securing funds, equipping, training, and maintaining readiness as part of the joint intelligence team."

Simply maintaining status quo isn't enough for Kimmons, who must also ensure the Army intelligence community stays in the forefront.

"We're deeply involved in looking at future Army needs – ensuring we're in line with the Army campaign plan, as well as working with senior leadership to grow the military intelligence capacity across the force in the next five to seven years," he said.

According to Kimmons, one

of the biggest challenges military intelligence leaders face today is trying to adapt to an ever-changing battlefield.

“We are victims of our own life experiences and by nature, we tend to be conservative in the military,” he said. “But we are facing a long war against Islamic extremists and other conventional adversaries who are relatively unconstrained by moral values or by any notions of impropriety. As we have adapted to how our enemies have presented themselves, we’ve been forced to make some major changes in the way we conduct business. I don’t see those changes as being temporary or transitional.

“We are also trying to change the culture in our Army with a program called ‘Every

Soldier is a sensor,’” Kimmons said. “This is a long term and necessary task of the Army intelligence campaign plan. We have to change the way we think about intelligence. This transcends military intelligence. It is how we transform all of our Soldiers to be thoughtful observers and reporters of relevant things they see on the battlefield – just like a Special Forces team goes into a foreign neighborhood or location for several weeks and begins to understand the complex environment they are operating in.”

Along those same lines, cultural awareness is another one of Kimmons’ vital focal points.

“The more culturally savvy our Soldiers are, the more they understand the cultures of the areas in which they’re oper-

ating, the more astute observers they will be,” he said. “They’ll recognize when things are out of place, and report those instances because they understand the significance of what they see.”

One of the challenges Kimmons and other intelligence leaders face is taking information and getting it disseminated throughout the force as quickly as possible.

“Although we are making progress, we are still structured very poorly for information sharing with coalition partners,” he said. “We have to improve our methods of communication and get critical information to everyone, all the way down to the individual Soldier level in near-real time. That’s the vision we have, and we have to incre-



courtesy photos

Before coming to the Pentagon, Lt. Gen. John F. Kimmons’ (right) was INSCOM’s commanding general. Standing next to Kimmons is Maj. Gen. John DeFreitas, III, INSCOM’s current commander.



courtesy photo

“Every military intelligence Soldier is on the front lines,” said John F. Kimmons, deputy chief of staff, intelligence.

mentally move toward that goal. There are interim steps we are trying to take as well as technologies and processes we’re exploring right now.

“We want to be able to cascade down information in near-real time to make it available across the board, regardless of the source of the information – whether it be Army, joint or coalition,” Kimmons said.

One of the primary assets the intelligence community uses these days is called Distributed Common Ground System – Army, which is the principal means in which we are distributing analysis across the force.

“It provides access to information and intelligence collected by national, joint, coalition, and Army intelligence as well as non-intelligence sensors and systems,” Kimmons said. “This capability uses flat networks

which link battalions to Marine Corps combat regiments to divisions to corps all with equal access to the same information limited only by bandwidth and training. We have fielded this system in two different corps, and are working on a third. It is a critical-enabling capability that is at the core of our Army intelligence campaign plan.”

When the conversation turns to where INSCOM fits in the big picture, Kimmons quickly explains how vital his former command is to the military intelligence communities’ success.

“INSCOM remains the Army’s operational intelligence force,” he said. “They are the principal intelligence capability available to our Army service component commanders in theater. INSCOM also provides excellent support from stateside in the counterintelligence and

human intelligence arenas, as well as signals intelligence. Components such as the command’s Information Dominance Center, which has some of the best and brightest software designers and innovators, play an important part in information sharing and analysis.”

Kimmons has a message for the MI Soldier.

“Every military intelligence Soldier is on the front lines,” Kimmons said. “We need to be good students of history and the lessons we are learning now. I think this will be a long war, a generational conflict, because our adversaries will make it so. We have to adapt our way of learning and how we conduct business. We have to be as adaptive as our enemies. We need to seek out the hardest jobs and lay the foundation for a successful future.”

PATRIOT GAMES

by Brian Murphy
INSCOM Public Affairs





photos by Brian Murphy

Army Black Knights wide receiver Jeremy Trimble sprints down the sideline for a 41-yard rushing touchdown.

They might be brothers in arms, but for one weekend a year they're heated competitors in one of the biggest rivalries in college football.

While neither team is considered a football powerhouse able to compete for a national championship, millions of televisions worldwide were tuned in as the Navy Midshipmen defeated the Army Black Knights 26-14 at Lincoln Financial Stadium in Philadelphia, Pa., Dec. 2.

That's because tradition and esprit de corps trump team records and point spreads when the 3-9 Army Black Knights and the 9-3 Navy Midshipmen battle.

A Midshipmen victory

meant their senior class would become the first in school history to go a perfect 8-0 against Army and Air Force, while any time Army beats Navy is a cause for celebration at West Point.

And this rivalry has withstood the test of time. Coming into their 107th meeting, Navy led the all-time series by a narrow 50-49-7 margin. All these subplots translated into a sellout crowd of more than 68,000 diehard fans willing to brave the less-than-tropical Philadelphia weather in hopes of seeing their favorite team win the most important game on the schedule.

The Black Knights struck first, scoring on a 41-yard rushing touchdown by wide receiver Jeremy Trimble with

8:25 left in the first quarter.

The touchdown was scored on Trimble's first rushing attempt in his three years with the Black Knights.

Navy quickly responded, as they marched down the field on an 11-play, 65-yard drive that ended with a nine-yard touchdown by Midshipmen running back Reggie Campbell.

The game remained tied and neither team could muster much of an offense until Navy borrowed a play from the Black Knights' playbook, as wide receiver Jason Tomlinson scored a 31-yard rushing touchdown to push the Midshipmen ahead 14-7 with 8:23 left in the third quarter.

Trailing for the first time all game, Army would have to

mount a memorable comeback if they hoped to defeat their chief rival. Unfortunately, their offense is still a work in progress, as the Black Knights led all Division I schools in turnovers this season with 35.

This problem would ultimately doom the Black Knights, as Army's freshman quarterback Carson Williams was picked off twice in the fourth quarter, ending any hopes of a comeback. Midshipmen safety Jeff Deliz intercepted Williams' first pass, leading to a 34-yard field goal to increase Navy's lead to 17-7 with 6:27 left in the game.

Three plays later, Williams was intercepted again, this time by Navy cornerback Keenan Little who returned it 40 yards for a back-breaking touchdown.

Things only got worse

for Army on the next drive, as the Black Knights surrendered back-to-back sacks by Navy linebacker Tyler Tidwell – the second of which resulted in a safety that gave Navy a 26-7 lead with just over three minutes left in the game.

The Black Knights closed the scoring when Williams connected with tight end Tim Dunn for a 12-yard score with two seconds left in the game, but it was too little too late for Army, who closed out the season with six-straight losses.

"It's been real frustrating the past four years," said Army senior defensive end and co-captain Cameron Craig. "You put all your time and effort into this game right here. It's the pinnacle of our season. Now, I'll always reflect and try to guide

the younger guys because we're done. It's over for us."

In the days leading up to the big game, Army head coach Bobby Ross was asked during a press conference what a victory over Navy would mean to the Black Knights.

"I would love to have this win; it would mean a lot to me," he said. "We don't have a chance to win the Commander-in-Chief's Trophy outright, so my focus is totally on the game. It's a rivalry game, and you always want to beat your rivals. It would mean a lot to a lot of people. It would mean a lot to our players, our troops, our school and our corps. I have given that a lot of thought; it is very important to me.

"I know it's an important thing," said Ross, whose resume



Black Knights fullback Mike Viti reacts to Army's 26-14 loss to Navy in the 107th meeting between the schools.

includes nearly nine seasons as a coach in the National Football League. “Rivalries are good; I like rivalries. I’d like to see our rivalry get back to what it once was. To me, that is our responsibility. We have to play better. I think it’s a great rivalry.”

Each year, bragging rights throughout the Department of Defense hinge on the game’s outcome, meaning these contests have a lasting impression on the participants.

“Ever since the end of the game last year, I’ve been thinking about it,” said Black Knight linebacker Barrett Scruggs. “They’re our rival and it’s just one of those games that you live to play for. I’ve been living every day since the game last year to get another chance at



Navy cadets cheer after a Navy player tossed a football into the crowd, beating them.

“This game means everything,” Scruggs said. “It can make or break our season. A win can help us turn a page for our program.”

In the end, Navy captured the Commander-in-Chief’s Trophy the fourth straight year and Army left “the city of brotherly love” searching for some answers for next year’s rematch.



photos by Brian Murphy

Army cadet Bill Lessner shows support for the Black Knights during the Army-Navy football game.



office space

ninjas

by Staff Sgt. Christina M. O'Connell

INSCOM Public Affairs

photo by Alain Couillaud

In the world of martial arts, those who have mastered their craft earn the title of blackbelt. While not nearly as helpful in a back-alley brawl, a blackbelt can also be earned in the workplace by skilled professionals who successfully complete four weeks of training in the management discipline known as Lean Six Sigma.

The U.S. Army Intelligence and Security Command currently has two such individuals in the INSCOM Business Transformation Office located

at Fort Belvoir, Va., who are working to improve efficiency and effectiveness throughout the command by chopping away steps in certain processes that slow productivity.

INSCOM's blackbelts, Jerry Foley and 1st Lt. Todd LaRocca, are dedicated to their mission, even as they run into the occasional bump in the road as the command adjusts to the process.

"The biggest problem right now is that people don't understand what Lean Six Sigma is," said Foley. "Until

we start having success stories, the culture of certain people is that they don't want us coming in and telling them how to do their business. They're afraid of money being taken away, people being taken away, but that's not what we do. We don't eliminate people; we eliminate unnecessary steps in their processes."

The concept of Lean Six Sigma is a combination of two improvement systems, Lean Thinking and Six Sigma. Lean refers to reducing unnecessary steps, or waste, in a given process to increase speed and productivity.

A simplified example might be that the blackbelts may find an office has a regulation mandating that a particular letter must have one level of review within the section. That one review may have evolved into additional reviews because there was an error at one time and the section felt more eyes were necessary.

Over time, as additional reviews had been added, unnecessary time had been spent on each individual letter. In this instance, Foley and LaRocca would "Think Lean," meaning they identify the problem and suggest elimination of the time-wasting steps in the process.

Six Sigma focuses on understanding and improving customer satisfaction, reducing cycle time and reducing defects. Simply put, this means getting the job done the first time, on time and to the expectations of the customer. Together, Lean and Six Sigma form a process that the INSCOM blackbelts are using as an important tool to



"It's not 'work longer, work harder.' It's fix your process and you'll get more out of the hours you're already putting in," said 1st Lt. Todd LaRocca.



photos by Staff Sgt. Christina M. O'Connell

1st Lt. Todd LaRocca and Jerry Foley, INSCOM's two Lean Six Sigma blackbelts, review paperwork in their office.

ensure efficiency.

"A lot of times managers will say 'we need to work longer and we need to work harder,' without looking at the process," said LaRocca. "That's what Lean Six Sigma is trying to dispel. It's not 'work longer, work harder.' It's fix your process and you'll get more out of the hours you're already putting in."

INSCOM has committed itself to fully support the program in a phased approach to determine where efficiencies can be gained and where processes (often legacy processes) can be improved. Any savings accrued by the program will be kept within INSCOM to be applied against unfinanced priorities. In addition to blackbelts, INSCOM will also train and utilize green-

belts in its business transformation efforts. Greenbelts are LSS representatives who receive two weeks of training and work part-time on LSS projects, as oppose to the four weeks of training and full-time status of the blackbelts.

Currently there are only two greenbelts in INSCOM, and both are located at the Central Clearance Facility at Fort Meade, Md., working to reduce the time it takes to adjudicate a security clearance.

Down the road, the Army hopes to implement LSS thinking beyond the green and blackbelt levels so every Soldier and Defense Department civilian thinks "lean," said Foley. INSCOM can only hope future agents embrace the program as much as Foley and LaRocca.

"As belts, it comes to a

point where you realize you're in some sort of Lean Six Sigma cult," said Foley. "When you catch yourself standing in line at the grocery store counting waiting times and thinking of the ways you can improve the process, you know you're in."

Foley and LaRocca look forward to more greenbelts completing training and joining their cause in the near future so that INSCOM can take on more projects to validate the benefits of LSS as a business transformation driver.

"We've identified the projects, now we need to get the people into the training so we start using them," said Foley. "As the first two blackbelts, we have learned a lot and see a lot of opportunities for improvement. We're ready to go."



A day to remember

by Brian Murphy

INSCOM Public Affairs

photo by Staff Sgt. Christina M. O'Connell



photo by Brian Murphy

A Soldier from The Old Guard protects the Tomb of the Unknown Soldier at Arlington National Cemetery, Nov. 10.

It was a bittersweet occasion when more than 80 Army Counter Intelligence Corps veterans gathered for their 15th National Day of Remembrance observance at the Tomb of the Unknown Soldier at Arlington National Cemetery, Nov. 10.

While everyone was excited about seeing fellow veterans and old friends, the occasion served as a somber reminder to many in attendance because for the first time in the event's 15-year history there were more names on the roll call of deceased veterans than attendees.

"That's just the way it goes," said Elly Burton, director,

Day of Remembrance.

According to Burton, the Day of Remembrance is as important as ever because of the dwindling number of survivors. To honor the occasion, CIC veterans, friends and family members gathered for a wreath-laying ceremony. The memorial wreath was donated by Isabella Seeley, in memory of her husband Floyd.

Following the wreath laying and the playing of "Taps" by an Army bugler, the veterans proceeded to a memorial luncheon at Spates Community Hall, Fort Myer, Va.

The purpose of the day is to memorialize those who have fallen from the ranks of the

counterintelligence veterans' organization, according to Millard Dougherty, chairman, CIC veterans.

"Today is a Day of Remembrance for the members of the Counter Intelligence Corps and military intelligence veterans who have deceased," he said. "We're here to remember and honor them."

Anyone who dares to question how much this event means to these veterans needs to look no further than this year's ceremony.

The two buses that were scheduled to transport everyone from Spates Community Hall to the Tomb of the Unknown Soldier and back never showed.

(Left) CIC veterans Millard Dougherty and Lee Yarborough are greeted prior to the wreath-laying ceremony, Nov. 10.

Without so much as a second thought, everyone jumped into their respective vehicles and traveled to the ceremony in a convoy that surely caused a flashback or two.

"This is also a chance to get together with old friends," Dougherty said "We were a small organization compared to the rest of the Army, so wherever the Army sent you there would be people there you knew from previous assignments. Most of the people here today served together for 20-25 years

together and many have kept up with each other for 60 years.

"We knew each other. Our families knew each other. Those names in the roll call are names of people we consider to be extended family," Dougherty said.

The Counter Intelligence Corps was a World War II and early Cold War intelligence agency for the U.S. Army. Its role was taken over by the U.S. Army Intelligence Corps in 1961 and, in 1967, by the U.S. Army Intelligence Agency. The CIC's

"Most of the people here today served together for 20-25 years together and many have kept up with each other for 60 years."

Millard Dougherty
chairman
Counter Intelligence Corps

functions are now performed by the U.S. Army Intelligence and Security Command and the Defense Intelligence Agency.



photo by Brian Murphy

The highlight of the Day of Remembrance is a wreath-laying ceremony at Arlington National Cemetery.



photo illustration by Craig Thoburn



photo by Craig Thoburn

Tattoo artist Rick Preece works on a custom tattoo at his shop, located near Fort Meade, Maryland. Preece estimates more than half of his business comes from service members.

What motivates a person to voluntarily submit to hours of discomfort, even pain, in an effort to adorn their bodies with what some call art, while others call it mutilation? Personal opinions aside, is there rationale behind a tattoo and what purpose or need does it serve?

As retired Sgt. Maj. Gary G. Beylickjian, noted, "In the past, tattoos served as a means of expression." Beylickjian, an ex-Army correspondent and former chief of Army newspapers, never got a tattoo. He saw no need for one. He had pen and paper to express his self. Today, even though an Army regulation discourages body tattoos,

Soldiers continue to get them.

Tattoos have long been attributed to the influences of religion, society, culture and status, military and wars.

"The Civil War marked a change in the demographic occurrence of tattoos," said Jessica Maloney, a student at the University of California at Berkeley. "Military men procured tattoos to commemorate battles; they wore their rank on their skin." Soldiers of all rank wore marks of valor. Mahoney states it was not until World War I that tattooing became commercialized.

Tattoos have been used to record global historical events, as well as personal ones, such as marriage or the birth of a

child. Regardless of why, the general consensus among those tattooed is to think long and hard about the ink, or artwork, and not to get one on a dare, out of boredom or while under-the-influence. These types of circumstances often lead to regret.

Kevin Brucie, polygrapher, 310th Military Intelligence Battalion, got his first tattoo at the age of 26, while in the Army. He got it because, in his words, he had always wanted one.

"I believe that the reasons for getting tattooed are as varied as the individuals that receive them," said Brucie. Each tattoo has a meaning and deserves a certain personal reverence. All of his ink has something to say, and at the end of the day only he

needs to “know the spirit of the image,” he said.

Selecting an artist is as important a process as choosing the tattoo, according to Sgt. Maj. Russell Schwemle, 902nd MI Group.

“You have to be sure the artist and parlor are reputable because Hepatitis B is a common occurrence with tattoos,” Schwemle said.

Tattoo artist, Rick Preece, V, said a little over 50 percent of his clientele are military. His father, Richard Preece, IV, owner of Meade Tattoo, said from the forties to the seventies “flash” (ready made designs) were most popular. “Now,” he said, “most people want custom designs.”

The customer comes in with an idea for a tattoo and Rick uses his artistic freedom for the individual design. Most of the unique tattoos on Rick he did himself.

Tattoos can also represent affiliation. Those associated with gangs are among the type of tattoos forbidden by Army

Regulation 670-1, Wear and Appearance of Army Uniforms and Insignia. Although the regulation was modified to become more lenient in the allowance of existing tattoos on new recruits, tattoos that are “extremist, indecent, sexist or racist” remain prohibited.

Michael Campbell, Homeland Defense analyst, thinks the modification is a great idea.

“It opens up opportunities for those that were previously denied due to the regulation and gives the Army a greater pool of potential recruits,” he said. “Just because an individual has a tattoo doesn’t mean they aren’t patriotic or that they can’t fill a much needed slot in the Army. They are no different than anyone else – maybe just a little more colorful.”

Still, the average tattoo-seeking Soldier should be cautious.

“Soldiers find themselves in a grey area in regarding tattoos,” said Sgt. Joseph Spicer, equal opportunity representative,

Headquarters and Headquarters Company, 308th MI Battalion. “A Soldier might go out and get a tattoo they think looks cool, which unknowingly could get them into trouble.”

Spicer cited an example of a popular tattoo of a dragon that is also a common extremist symbol.

Mandatory equal opportunity training is conducted periodically to keep Soldiers informed, but mistakes do happen. When they do, the unit commander is responsible to counsel the Soldier in compliance with Army regulation.

While commanders can’t order the removal of a tattoo, they must “afford them the opportunity to seek medical advice about removal or alteration.” The regulation further states that Soldiers in violation who refuse removal or alteration will be counseled in writing warning them that “refusal to remove extremist, indecent, sexist, or racist tattoos or brands anywhere on the body will result in discharge.”



Tattoos have been a way of life for many service members for as long as there has been a military.

BODY Life^{for}e

by Sgt. 1st Class Christian Vargo
743rd MI Battalion





Soldiers arriving at Company B, 743rd Military Intelligence Battalion, 704th MI Brigade for the first time are in for a little bit of a culture shock – and it doesn't have anything to do with the snowy Colorado weather.

The company has implemented a new mandatory 6-day a week physical fitness program known as Body for Life. The goal-oriented program consists of two primary components: weight-resisted and cardio-based physical training and a diet plan.

Weight resisted physical training alternates between upper and lower body every other day. Specific exercises are selected to isolate every major muscle group ensuring all areas of the body are targeted. On the other three days, Soldiers do varying forms of progressive cardio training including long distance runs, sprints and cardio machines.



SHOTS FROM THE FIELD



photo by Tim Hips

Spc. Vicki Golding of the D.C. National Guard's 257th Army Band sings Barbra Streisand's "The Way We Were" en route to winning the 2006 Military Idol competition at Wallace Theater on Fort Belvoir, Va., Nov. 4.

SHOTS FROM THE FIELD



Four Black Hawk helicopters perform a flyover during pregame festivities of the 107th Army-Navy game, Dec. 2.



photos by Brian Murphy

Defense Secretary Donald H. Rumsfeld participated in a pregame ceremony and coin toss during opening ceremonies for the 107th Army-Navy game at Lincoln Financial Field in Philadelphia, Dec. 2.

SHOTS FROM THE FIELD



photo by Craig Thoburn

Officials from Fort Meade and the 902nd MI Group survey the damage to the group's headquarters building after a piece of heating, ventilation and air conditioning equipment caused the fire.



photo by Michael Shoaf

1st Lt. Erin McGrew competes in a seven-day, 150-mile through the Sahara Desert in Egypt. McGrew and a fellow officers from the 66th MI Group finished the race, Nov. 4.

SHOTS FROM THE FIELD



photo by Col. Randy Pullen

Lt. Gen. James R. Helmly, chief of the Army Reserve, administers the oath of reenlistment to 40 Army Reserve Soldiers during a ceremony at the U.S. Capitol.

INSCOM's Vision

The Army's operational intelligence force - engaged worldwide as part of the joint/interagency team; conducting multi-discipline collection, fusion and analysis to generate actionable intelligence in support of the Global War on Terrorism and regional contingency operations.

A network of horizontally integrated fusion centers which leverage shared national databases, persistent intelligence, surveillance and reconnaissance, tactical reporting and advanced analytical tools.

Joint, interoperable counterintelligence/human intelligence, signals intelligence, and measures and signatures intelligence modules capable of rapid deployment/employment - with linkage to the fusion center network.

Tactically useful, rapid prototype initiatives developed, vetted and fielded in partnership with the intelligence community, industry and academia.

Tough, joint-savvy intelligence leaders at every level.